

# Transformational Leadership

## Inspiring a Culture of Change

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## Leadership Partners

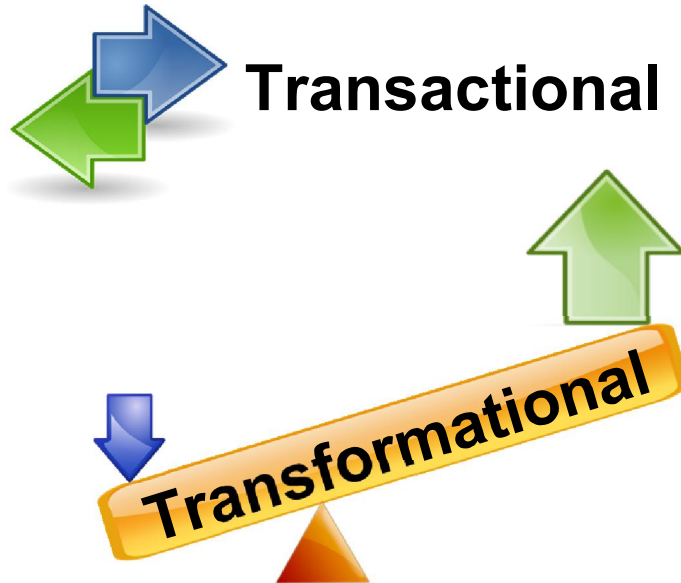
Pair up as “A” and “B”

- **A is the Leader, B is the Follower**
- **A tells B:**
  - “Take a Step”
  - “Turn Left” or “Turn Right”
  - “Bad Job”

- **B is the Leader, A is the Follower**
- **B tells A:**
  - “Our goal is over there [pick a spot]”
  - “This is why we want to go there.”
  - “Good Job”



## Types of Leadership

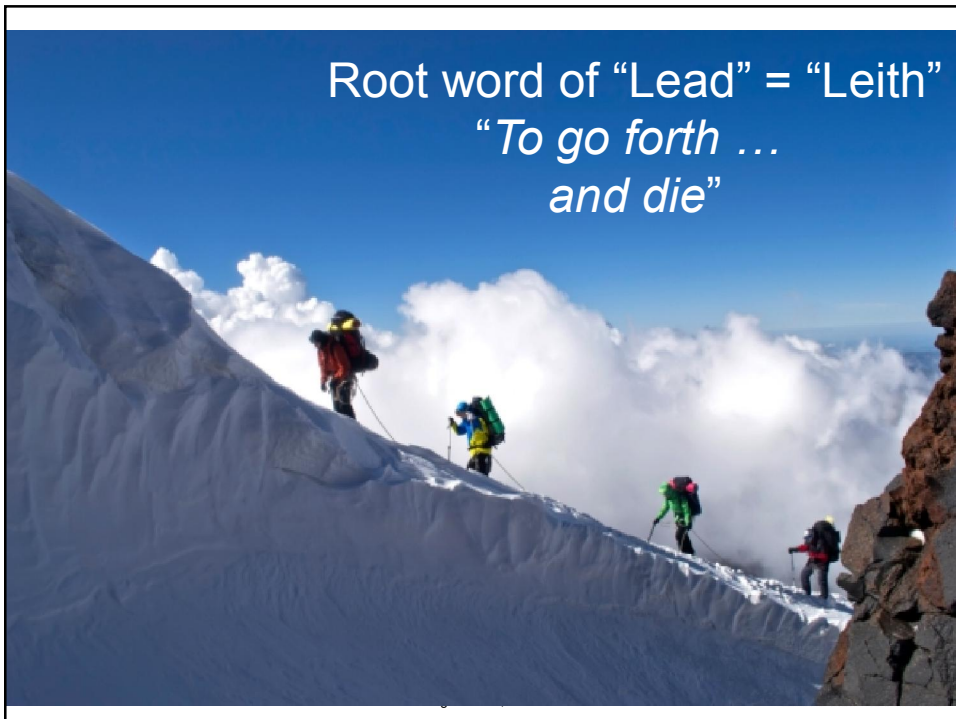


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UNLEASHING LEADERS

Root word of "Lead" = "Leith"  
*"To go forth ...  
and die"*



## Accelerate the Changes You Seek



### Clarity

Inspire shared vision & values



### Alignment

Focus resources & processes



### Engagement

Ignite individual & team strengths

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Team

## Leadership is a Team Sport

***“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it is the only thing that ever has.”***

**-Margaret Meade**



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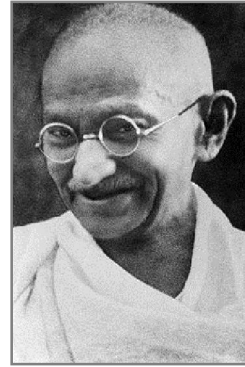
Team

## Model the Way

*"Be the change you seek in the world."*

મોહનદાસ કરમચંદ ગાંધી  
- Mahatma Gandhi

"First they ignore you,  
then they laugh at you,  
then they fight you,  
then you win."



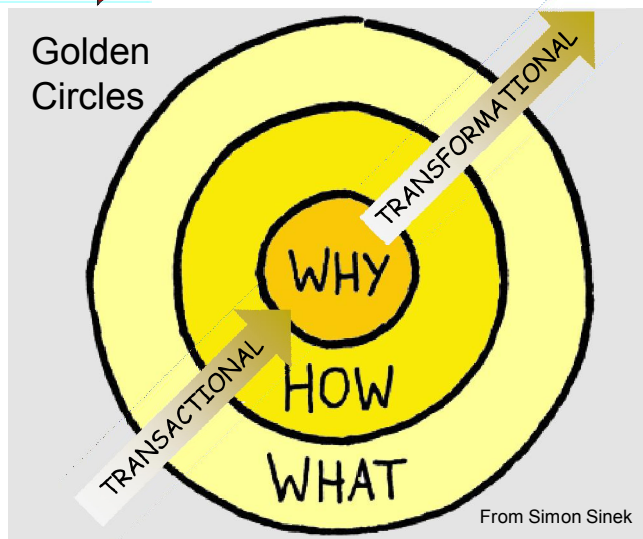
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CLARIFY

## Inspire from the Inside Out



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I have a ... ~~detailed 14 point policy agenda~~



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**CLARIFY**

## Start with Why

### Transactional

1. What: This is what you will do today.
2. How: This is how I want you to do it.
3. Why: Because I say so ... and it's a mandate.

### Transformational

1. Why: Why do we want to change?  
Why will we suffer if we don't?
2. How: How could we change?  
How can we manage tradeoffs?
3. What: Here's what I am doing.  
What can you do to help today?

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**ALIGN** → **Impediments to Change**

What is single biggest impediment to Accreditation?

Think it is a bad idea?  
Fear of changes associated with it?  
Lack of technical skill?  
Feel overwhelmed with current work?

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ALIGN

**“We don’t have the time.”**



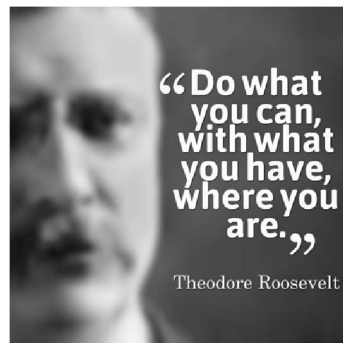
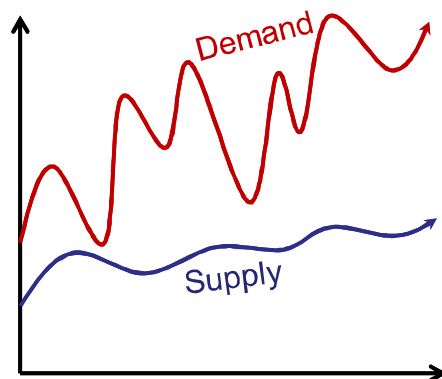
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ALIGN

**Reality of Public Health**



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## ALIGN

### Align Resources with Priorities

1. Dedicate a core project team (>50%)
2. Designate domain stewards (>20%)
3. Empower team to say NOT NOW to lower priorities
4. Manage tradeoffs



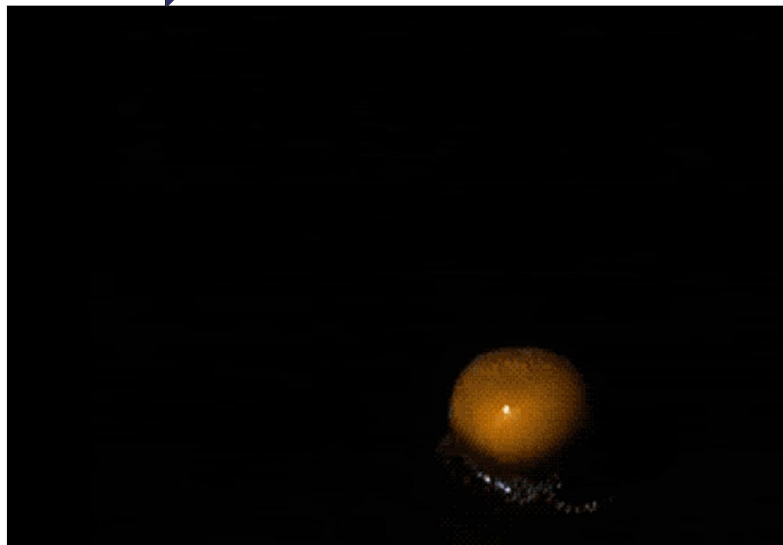
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## ENGAGE

### Transformation in Slow Mo



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## ENGAGE

**How do you get someone  
to engage with you?**

**Fulfill their needs first.**

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## ENGAGE

### 6 Fundamental Needs

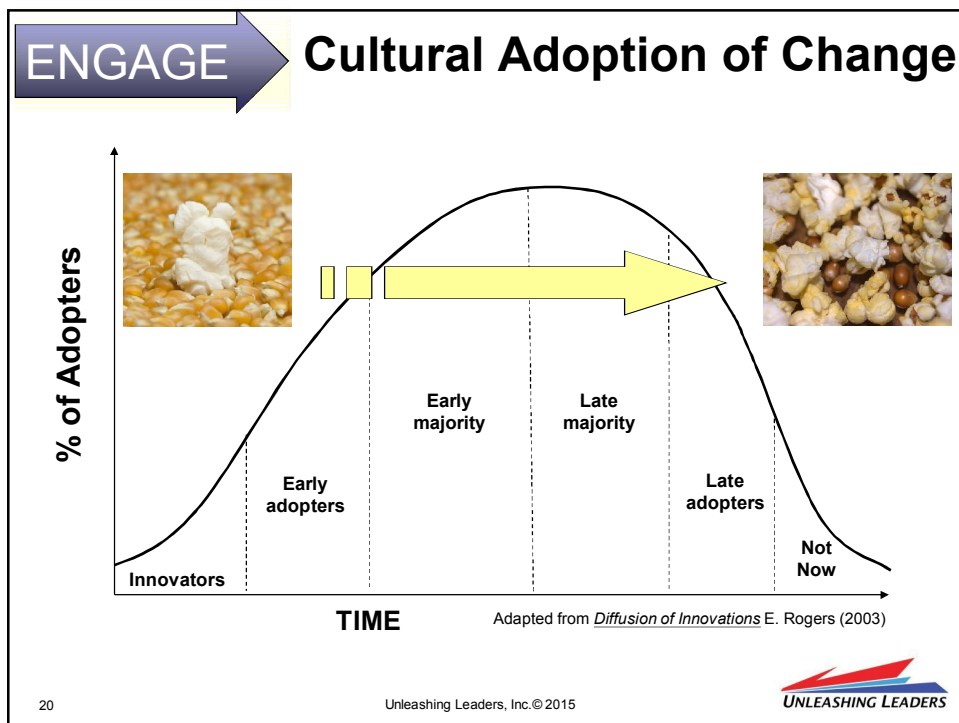
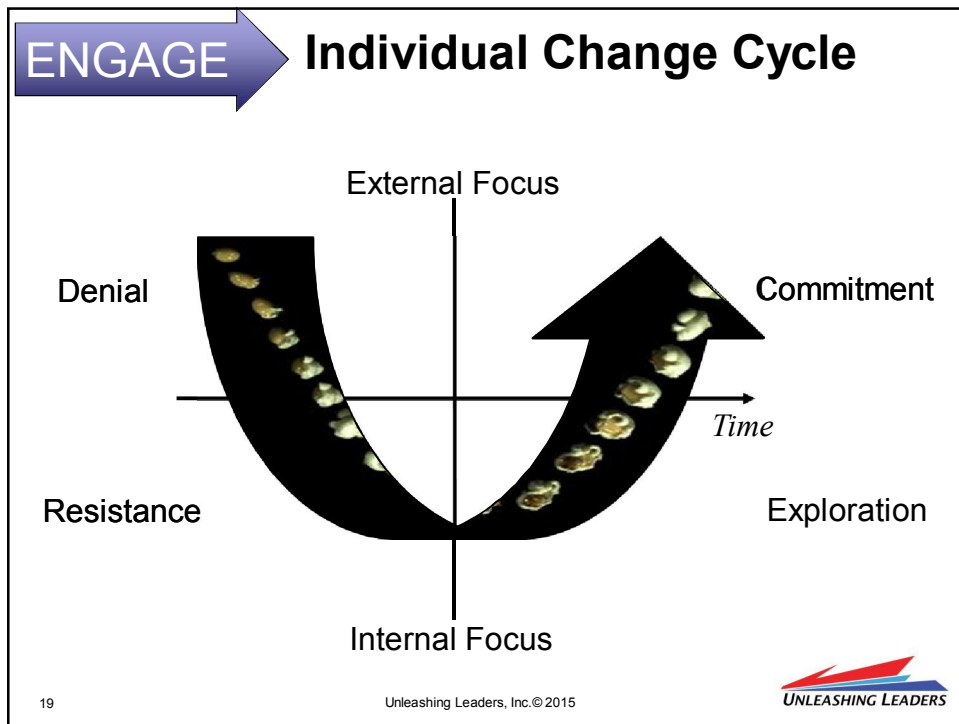
	Needs	Description
—	Certainty	Security, Control, Predictability
— — —	Variety	Agility, Freedom, Adventure
!	Significance	Importance, Worth, Credibility
△	Connection	Belonging, Collaboration, Love
—	Growth	Learning, Development, Improvement
— —	Contribution	Service, Giving, Making a Difference

What are their top 2? Fill their cup first.

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ENGAGE

Yes, there are risks ...



No matter what,  
You-know-what happens.

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ENGAGE

But stopping can be riskier



This is your team  
without leadership.

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**Team:**  
**Model the Way**

**Clarify:**  
**Start with Why**

**Align:**  
**Prioritize Actions**

**Engage:**  
**Fill their Cups**